

Governing from the front



Rear Admiral Grace Hopper

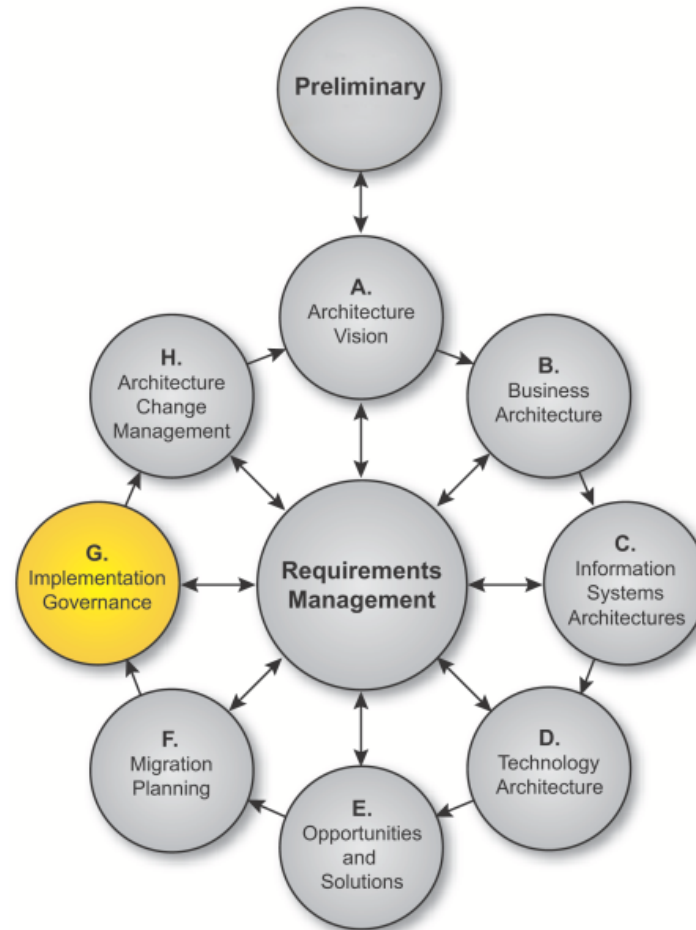
- Developer of the first compiler for a programming language (Univac)
- Coined the term “bug” at Harvard
- Defense Distinguished Service Medal
- Oldest active-duty commissioned officer in the US Navy (79 years, 8 months, 5 days)

“It is much easier
to apologize than it
is to get
permission”

Architectural Governance

- Traditional Governance Techniques
- Why They Didn't Work at UMUC
- Why They Don't Work Elsewhere
- What We Do Differently at UMUC

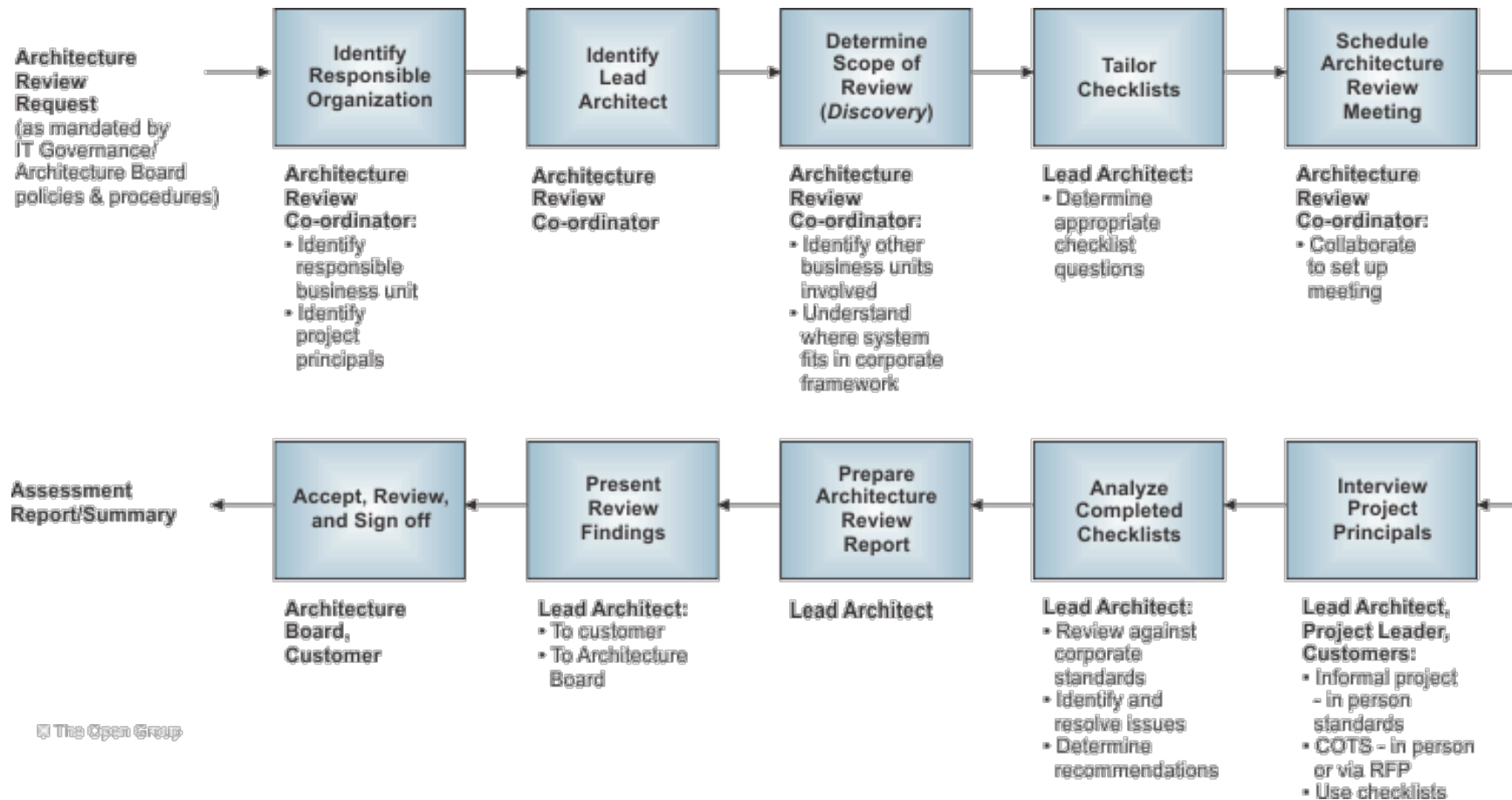
Architectural Governance



Architecture Compliance Reviews

- Focus on standards adherence
- Cover common domains
- Repeatable process to assess projects
- Conducted by an Architecture Review Board

TOGAF Architecture Review Process



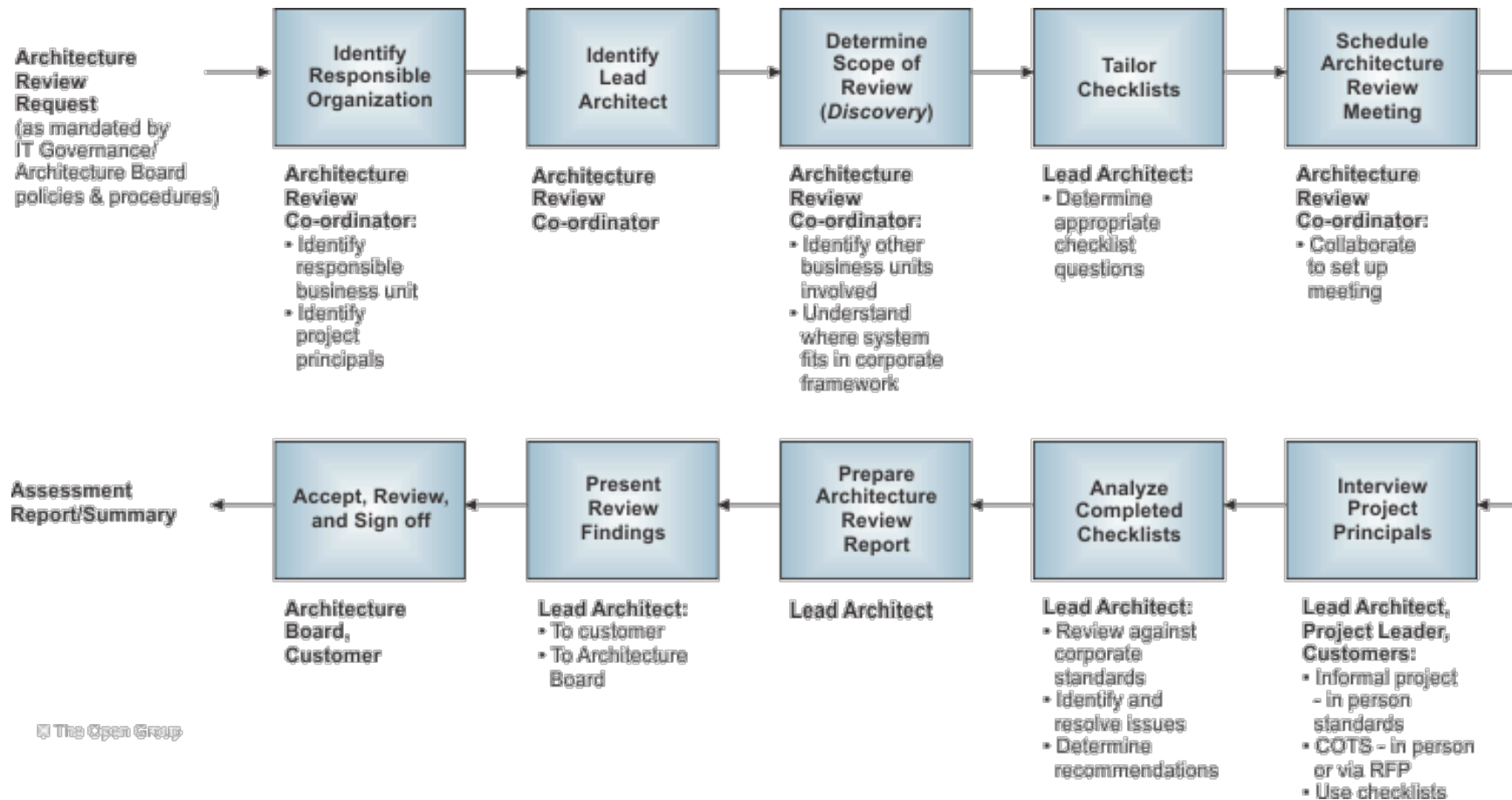
They don't work

(at least at my university)

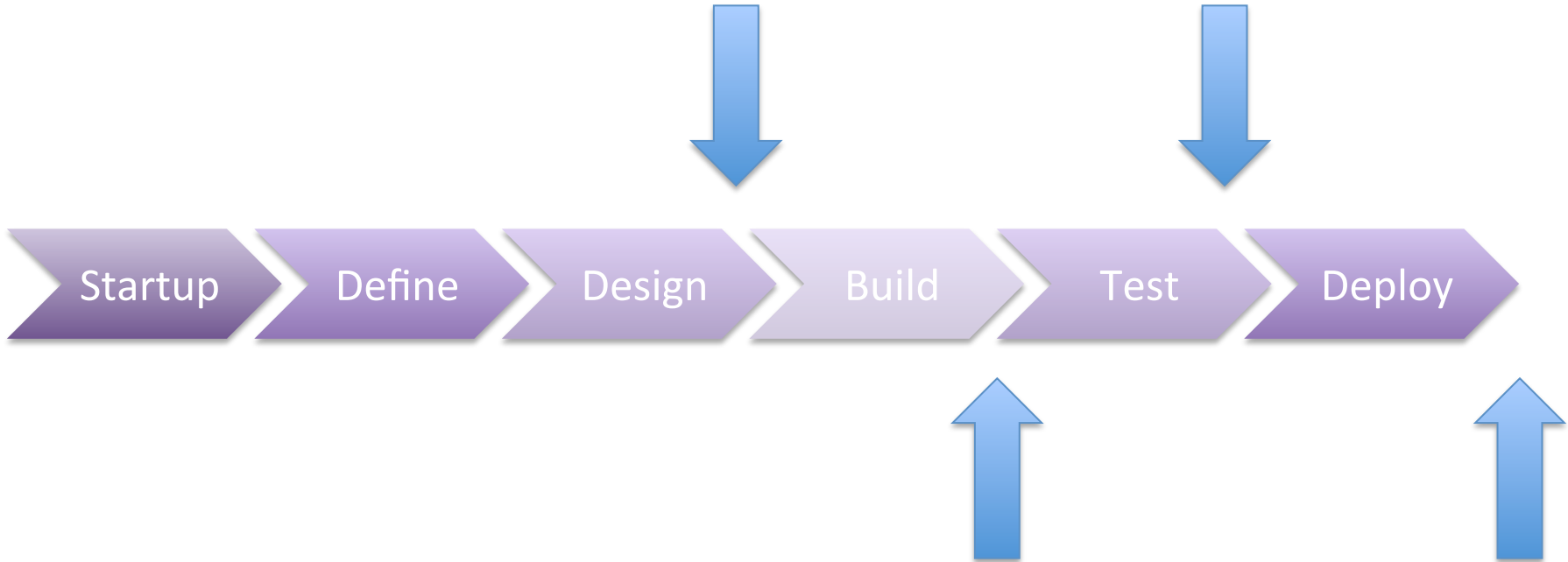
What ACR's were designed for



TOGAF Architecture Review Process



But When?



- Exceptions?
- Escalations?
- Overrides?

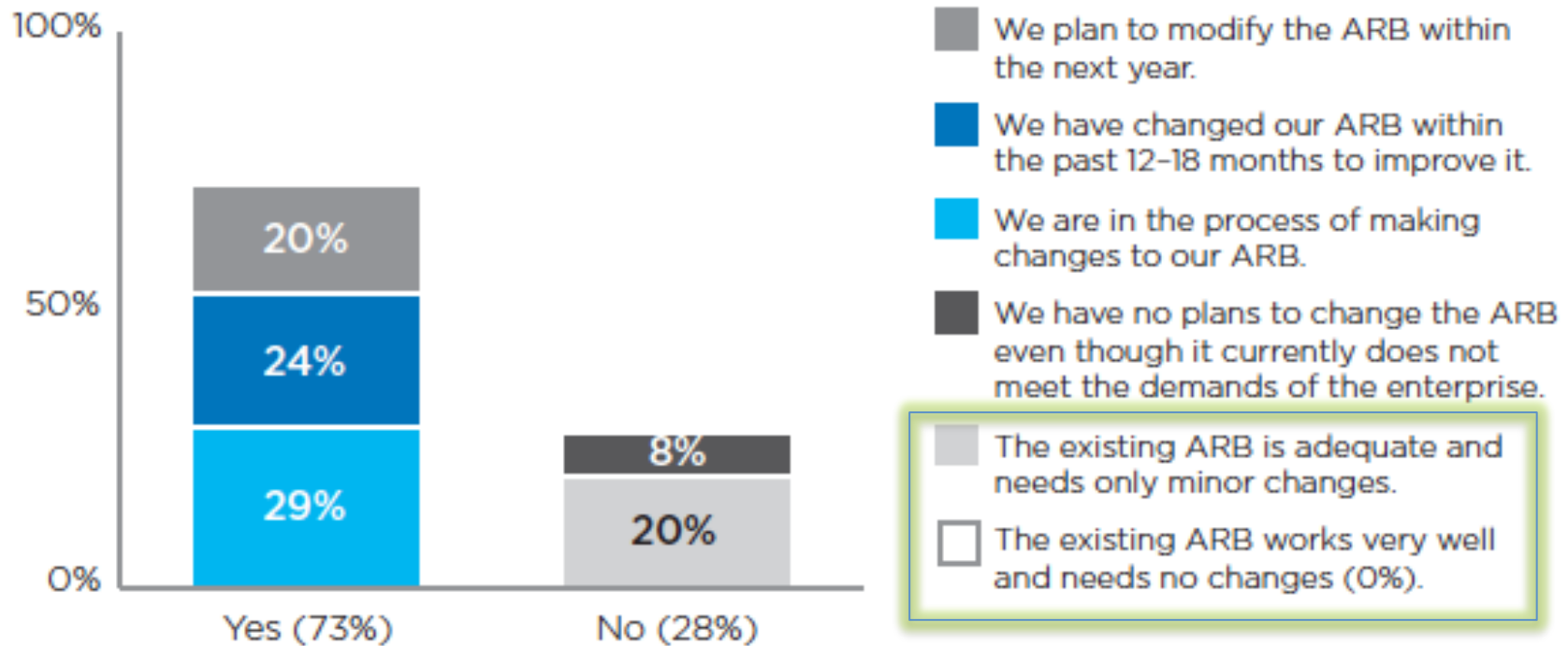






They don't work well anywhere
else either

Does your current ARB structure require changes to meet your enterprise's demands?

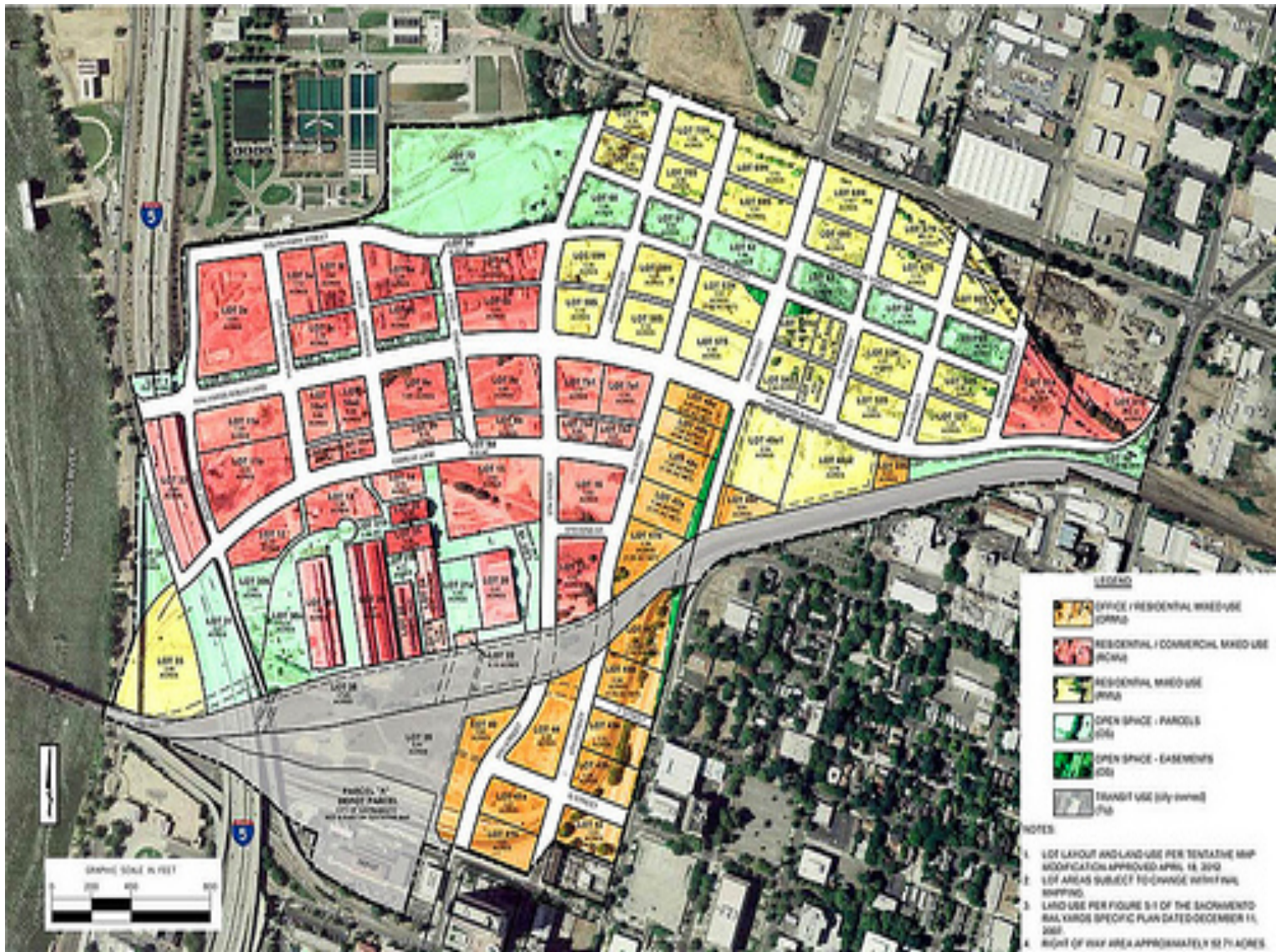


n = 66 member institutions.

Note: Total does not equal 100% due to rounding.

Source: CEB, CEB Enterprise Architecture Leadership Council Membership Survey, May 2012.

Even if they do work, they won't
work for long

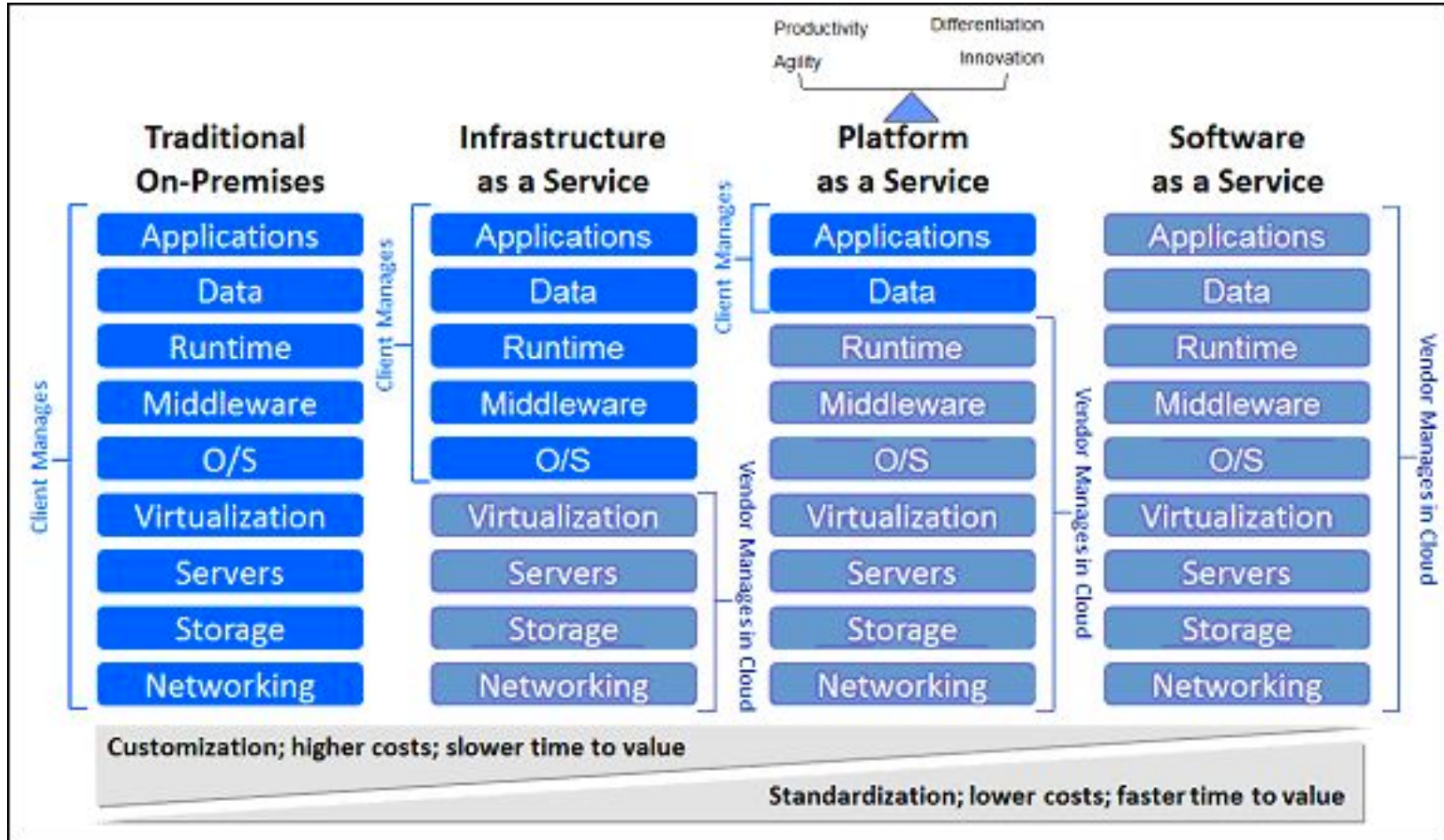


Source: The Atlantic



Source: LucasFilms

Alternate View



When this...



...turns into this?



THE Governance Challenge

Traditional Strengths of EA	Undermined or Made Irrelevant By
Long Range Planning	Compressed Business and Tech Cycles
Project Governance	Increase in Small and Agile Projects
Technical Expertise	Increase in Technical Diversity and Rate of Change
Standard Setting	BYOE and Greater Business Partner Architecture

Source: CEB

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What do we do about it?



An Architect is a Leader

ITANA Face2Face 2013

Governing from the front



Governing from the front at UMUC

(Your mileage may vary)

Project Initiation

Architects at UMUC

Enterprise Architects

- “Urban Planners”
- “Sales Engineers”
- Roadmapping
- Standards
- Strategic Alignment
- Product Evaluation
- Tech Portfolio Mgmt

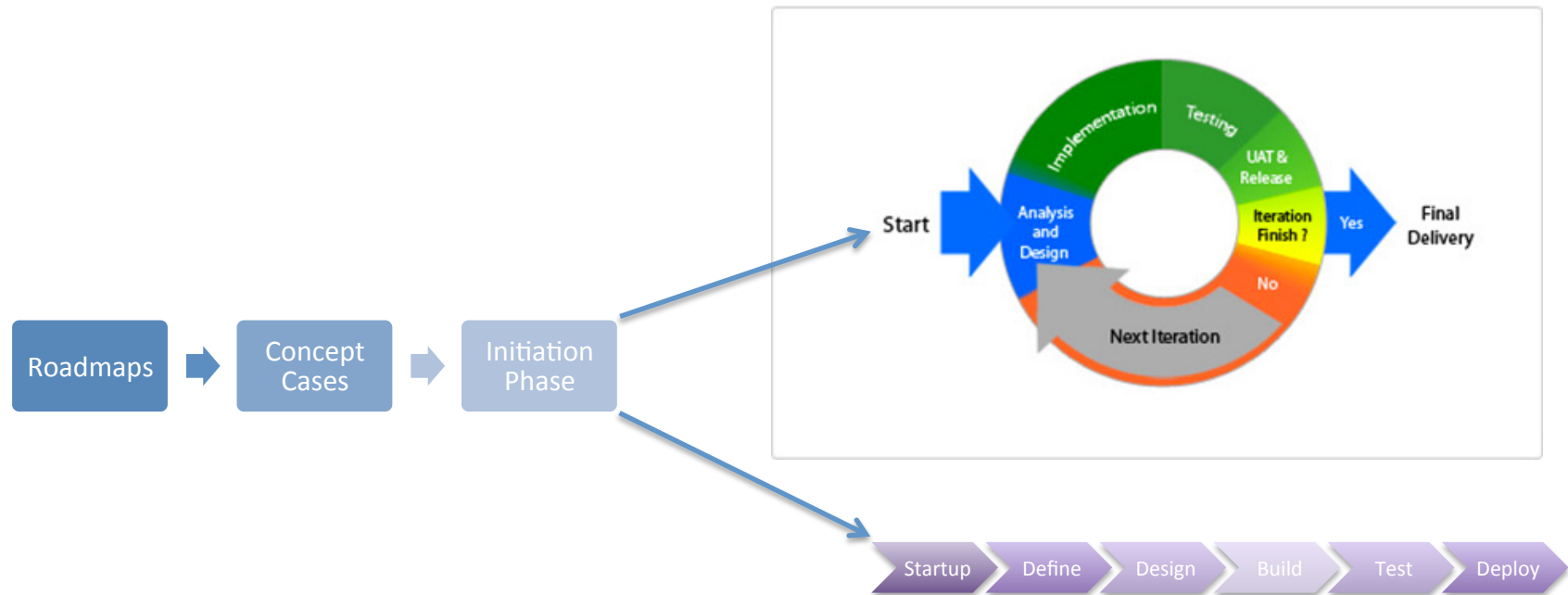
Solution Architects

- “General Contractor”
- Solution Design
- Development
- Operational Transition
- Standards Adoption

Architects on Projects at UMUC

Enterprise Architects

Solution Architects



Concept Cases at UMUC

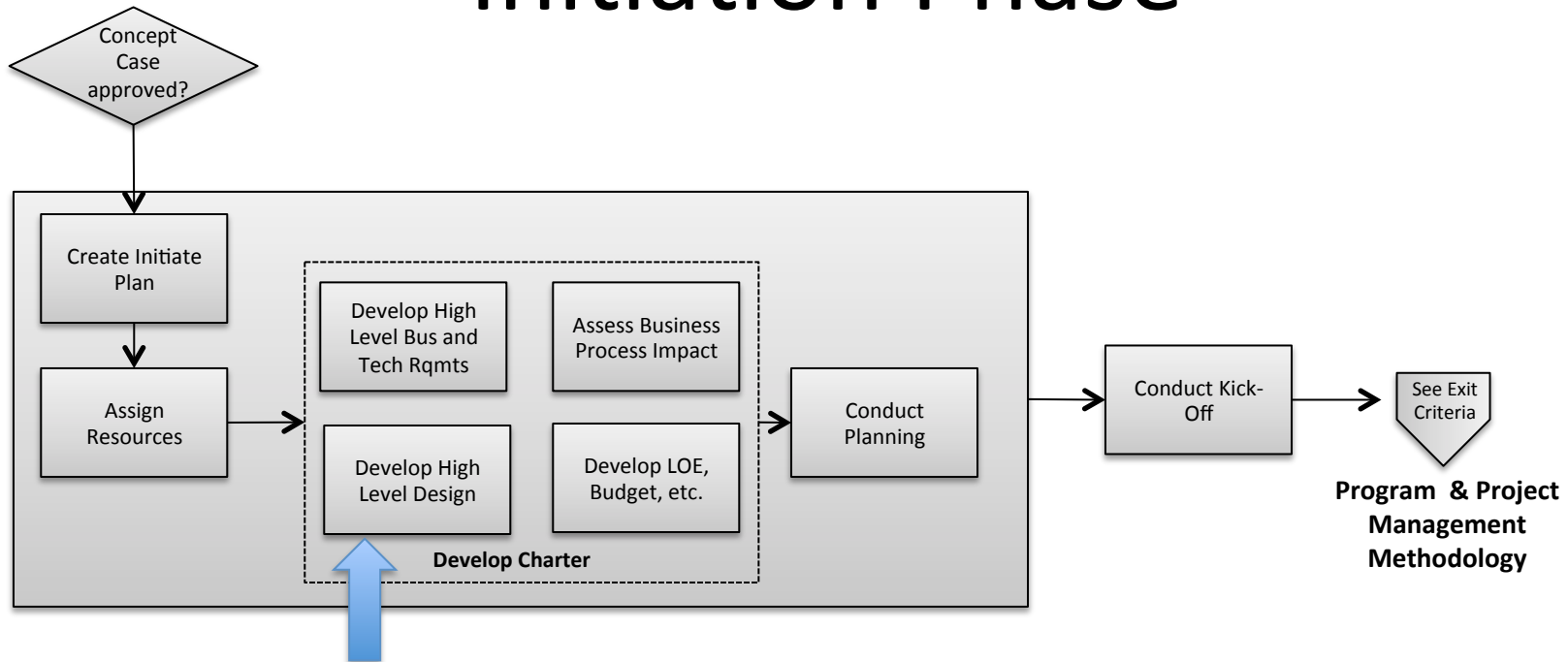
Project Name Concept Case

Problem Statement: <i>A concise description of the need the project seeks to address. Why is the project necessary?</i>	Executive Sponsor <i>Champions the project, ensures investment provides value</i>
	Sponsor Delegate <i>Dedicated to the project, represents the Executive Sponsor</i>
	Sponsoring Dept. <i>UMUC Department</i>
Project Objectives: <i>New or enhanced product(s) or service(s) that will result from successful completion of the project. What will the project deliver?</i>	Product Owner <i>Voice of the customer, responsible for product once it is put into use</i>
	Major Departments Impacted <i>UMUC Departments affected by the implementation of this project</i>
Business Benefit: <i>Business gain(s) or avoidance of negative impact to be realized from successful completion of this project. How will it help the University?</i>	Strategic Alignment <i>Successfully Educate More Students Single Global University Innovation in Learning Invest in UMUC</i>
Timeline/Constraints/Other Considerations: <i>Requested project completion date and any restrictions or limitations that may impact the project.</i>	Estimated Total Project Cost <i>Small (< \$250K) Medium (\$250K - \$499K) Large (\$500K - \$1M) X-Large (>\$1M)</i>

Initial Investment Details

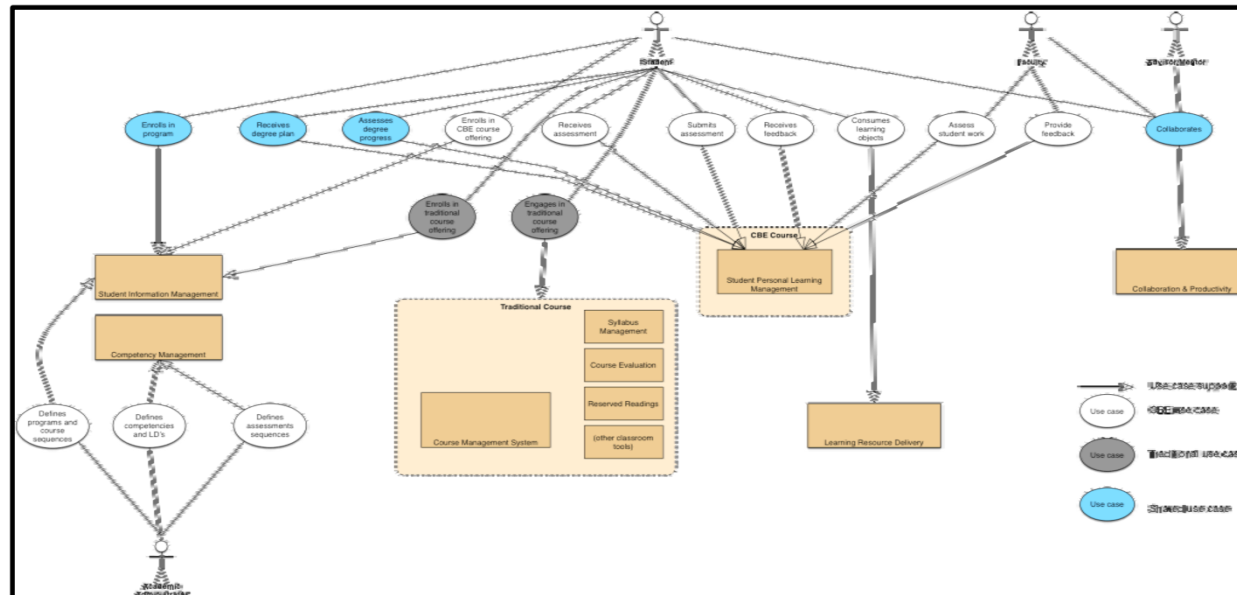
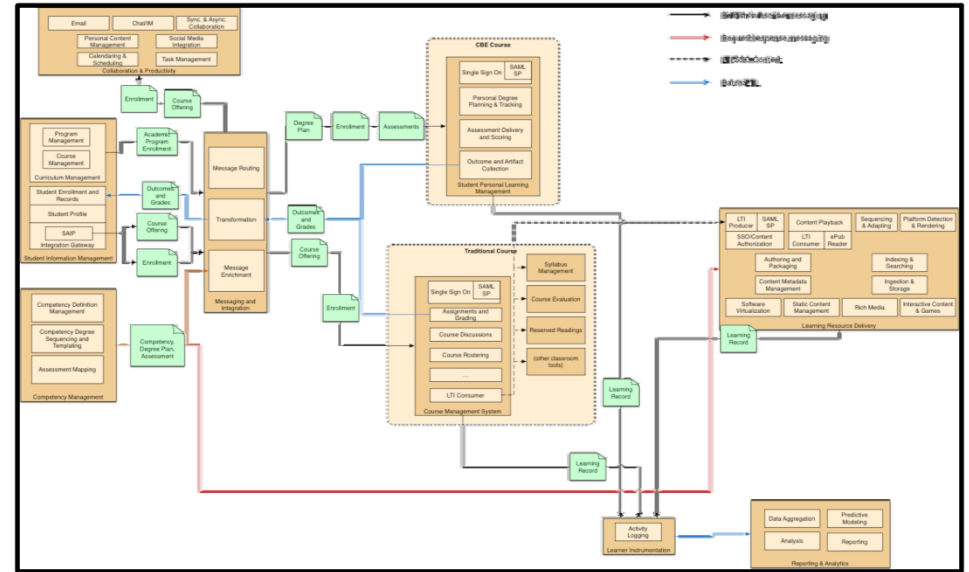
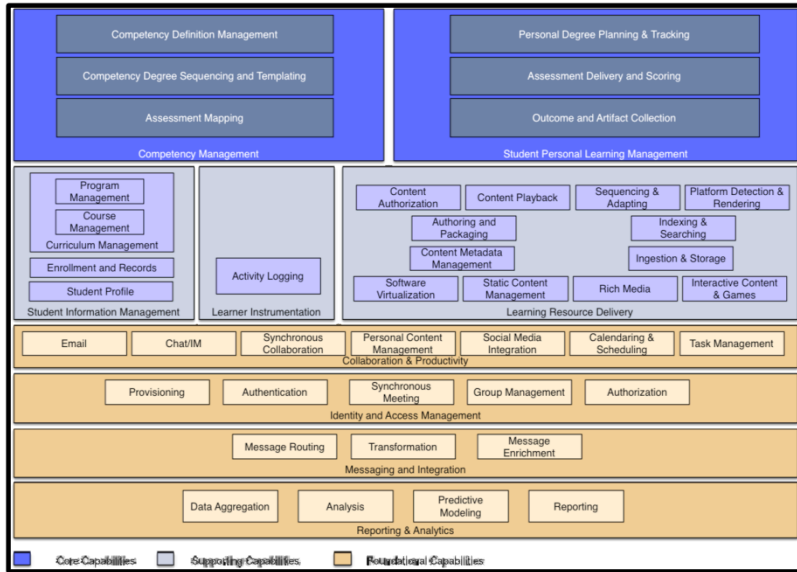
Approach <i>Description of how the initial investment dollars will be used and what the result will be.</i>	Budget Requested <i>\$000,000</i>
	Next Decision <i>Project Phase / Date</i>

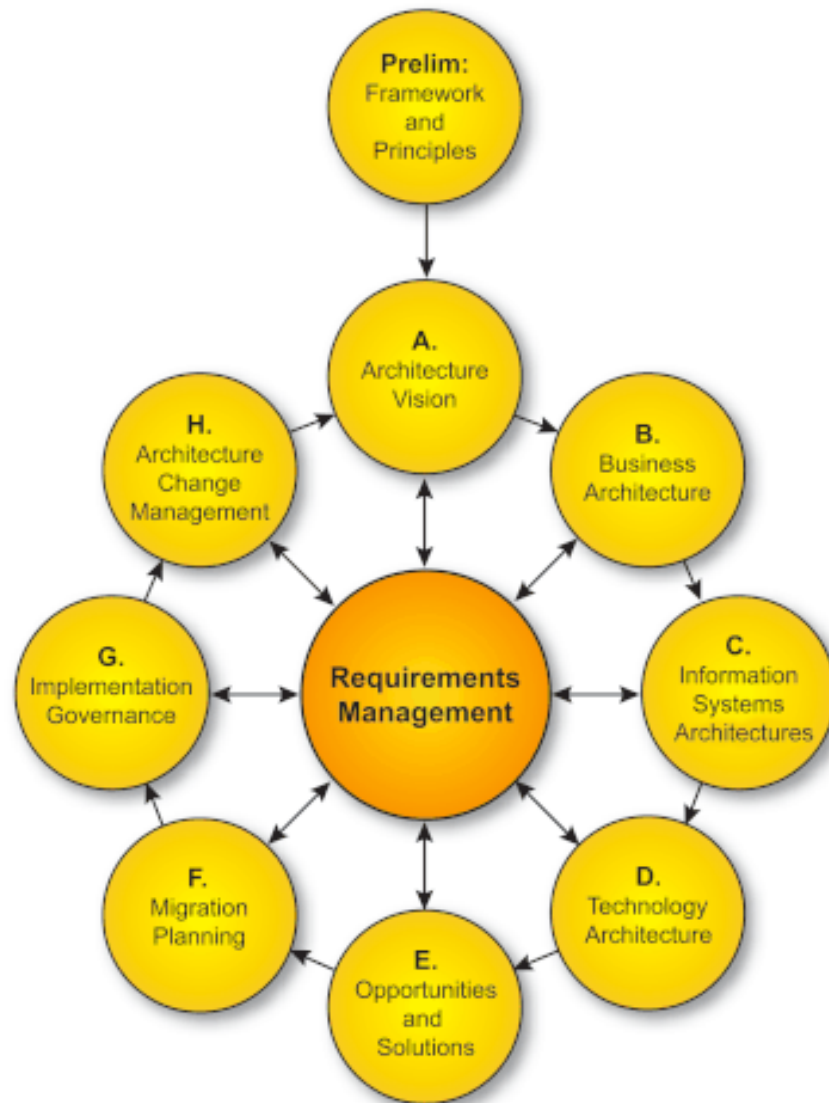
Initiation Phase



Key Deliverables	Create Initiate Plan	Assign Resources	Develop Charter	Conduct Planning
		<ul style="list-style-type: none"> Initiation Plan 	<ul style="list-style-type: none"> Resource Plan 	<ul style="list-style-type: none"> Program/Project Charter Candidate Architecture and Alternatives
Exit Criteria	<ul style="list-style-type: none"> Questions for Initiate Phase are answered Understand, scope, timeline, roles and responsibilities, and project team structure 			

An Example





Room for Improvement

- Architecture Value Matrix
- “Federated” Governance via Self-Service

Building Relationships

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Procurement

- Vendor and Procurement Reviews
- SLA and Terms in Contracts
- Agreement that EA Approves All Technology Procurements

IT Peers

- PMO
- Solution Architects
- Customer Relationship Managers

An Architect is a Leader

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“It is much easier
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permission”

It is much better to
provide answers
than it is to grant
permission

Thank You